Appendix A – **Small Agency/Institution Workforce Profile**

Due to the relatively small number of employees that are reflected on this form, agencies and institutions are cautioned regarding the potential of identifying specific individuals when reporting this information. One way to minimize this risk would be to consolidate categories with small numbers (e.g., combine Officials & Administrators with Professionals; combine Technicians, Para-Professionals and Protective Service Workers, etc.).

Workforce Profile

EEOC CATEGORY	TOTAL EMPLOYEES	NON-MINORITY	AFRICAN AMERICAN	NATIVE AMERICAN	ASIAN/ PACIFIC ISLANDER	HISPANIC	TOTAL PEOPLE OF COLOR	FEMALE	VIETNAM ERA VETERAN	DISABLED VETERAN	PERSONS WITH DISABILITIES
OFFICIALS AND ADMINISTRATORS	3	3						1	1		
PROFESSIONALS	31	27	1		3		4	17	2	1	2
TECHNICIANS	2	2									
PROTECTIVE SERVICE JOBS											
PARA-PROFESSIONALS	1			1			1				
OFFICE AND CLERICAL	8	7	1				1	7			1
SKILLED CRAFT WORKERS											
SERVICE – MAINTENANCE											
GRAND TOTALS	45	39	2	1	3	0	6	25	3	1	3
PERCENT		86.7	4.4	2.2	6.6	0	13.3	55.5	6.7	2.2	6.7

GENDER	M	F	M	F	M	F	M	F	M	F	M	F	M	F				
NUMBER	20	25	16	23	1	1	1	0	2	1	0	0	4	2				

Appendix B **– Strategies**

The following Affirmative Action Strategies Planning Chart is provided to assist you in identifying strategies to address underutilization in your workforce.

Affirmative Action Strategies Planning Chart

Underutilization Was there an under-utilization at the beginning of the plan?	Hiring Have you hired below the rate of availability since the beginning of the plan?	Separations Have separations occurred at a rate above the original workforce representation?	Other	Strategy Type Use the following strategies:
No	N/A	N/A		• Continue efforts to provide a discrimination free environment
Yes	No	No		• Continue existing recruitment efforts
Yes	Yes	No		• Analyze applicant flow to determine where applicants are dropping out • If people aren't applying, consider new recruitment strategies • If people are applying, but not passing the test, consider new recruitment sources, review minimum qualifications, and evaluate your tests for disparate impact • If people are applying and passing the test but not getting interviews, consider new recruitment strategies and evaluate selection tools for disparate impact
Yes	No	Yes		• Analyze promotional and employment development data • Implement retention and development strategies that consider hostile/non-supportive work environments
Yes	Yes	Yes		• Consider above two recommendations

STRATEGIES - Example

Note: Reporting formats for strategies are flexible. This example is merely intended to show the simplest level of strategy formation for addressing an area of underutilization. Strategies may be structured in any manner needed to address the needs of the A/I and/or the TRIAD.

SITUATION:

Job Group 10: Officials and Administrators

Persons With Disabilities.   The availability for this group is 6.2% and the Department's current utilization is 4.7%.

PROBLEM ANALYSIS:

What is going to be done to address the Underutilization?

Primarily, the Department will focus on recruitment by emphasizing participation in Job Fairs which directly target persons with disabilities (e.g., ACCESS; Coalition for Older Worker Employment of South Puget Sound; Tacoma Community College's annual conference on Persons with Disabilities, etc.)

Next Steps:

The Department of Personnel is going to:

1. Cultivate relationships with organizations that serve Persons with Disabilities to establish good referral channels.

2. Target the dissemination of job bulletins to persons with disabilities.

3. Advertise vacancies in media that serves and/or represents persons with disabilities.

4. Develop a pool of qualified persons with disabilities to fill temporary positions in underutilized job groups.

5. Use job rotations and on-the-job training to enhance the skills and provide upward mobility for the existing workforce.

Appendix C - Sample Affirmative Action Plan Format

Note: This is an example plan for illustrative purposes only. The Utilization and Goals Report and Strategies section include only a portion of the content required of a full AA Plan.

1. Total Workforce Profile Roll-Up

Year	Total	Women		Total POC*		African American		Hispanic		Asian Pac. Isl.		Native American		Pers. With Disab.		Disabled Veteran.		Vietnam. Veteran		40 and Over*	
	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
2000	201	125	62.2	37	18.4	9	4.5	6	3.0	9	4.5	13	6.5	10	5.0	4	2.0	29	14.4	154	76.6

* Optional
  POC = People of Color

2. Utilization and Goals Report

Job Group - 10 Officials & Adm.	TOTAL	Women	Total POC*	African American	Hispanic	Asian Pacific Islander	Native American	Pers. With Disb.	Disb. Vet.	Viet- nam Vet.	40 and Over*
Current Utilization #	43	21	4	1	1	2	0	2	0	10	40
Current Utilization %		48.8	9.3	2.3	2.3	4.7	0	4.7	0	23.3	93.0
Availability %		43.2	11.6	3.7	3.5	2.8	1.6	6.2	1.1	9.1	0.0
Goals Set (Y/N)		No	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No

* Optional
  POC = People of Color

3. Strategies (This section contains a detailed narrative of the strategies to achieve goals)

Note: Reporting formats for strategies are flexible. This example is merely intended to show the simplest level of strategy formation for addressing an area of underutilization. Strategies may be structured in any manner needed to address the needs of the A/I and/or the TRIAD.

SITUATION:

Job Group 10: Officials and Administrators:

Persons With Disabilities. The availability for this group is 6.2% and the department's current utilization is 4.7%.

PROBLEM ANALYSIS:

What is going to be done to address the Underutilization?

Primarily, the Department will focus on recruitment by emphasizing participation in Job Fairs which directly target persons with disabilities (e.g., ACCESS; Coalition for Older Worker Employment of South Puget Sound; Tacoma Community College's annual conference on Persons with Disabilities, etc.)

Next steps:

The Department is going to attempt the following:

1. Cultivating/deepening relationships with organizations that serve Persons with Disabilities to establish good referral channels.
2. Targeting the dissemination of job bulletins to persons with disabilities.
3. Advertising vacancies in media that serves and/or represents persons with disabilities.
4. Developing a pool of qualified persons with disabilities to fill temporary positions in underutilized job groups.
5. Using job rotations and on-the-job training to enhance the skills and provide upward mobility for the existing workforce.

4. Supporting Documentation (Upon request) (See software handout).

Appendix D **– Sample Update to the Affirmative Action Plan**

Note: This is for illustrative purposes only. The Goals Report and Strategies section reflect only a portion of the content required of a full Update.

1. Total Workforce Profile Roll-up

Year	Total	Women			African American		Hispanic		Asian Pacific Islander		Native American		Persons with Disabilities		Disabled Veteran		Vietnam Veteran		40 and Over*	
	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1999	199	124	62.3	9	4.5	5	2.5	9	4.5	12	6.0	22	11.1	4	2.0	12	6.0	152	76.4
2001	201	125	62.2	9	4.5	6	3.0	9	4.5	13	6.5	20	10.0	4	2.0	14	7.0	154	76.6

* Optional
POC = People of Color

2. Goals Report (Excerpt)

Job Group – 10 Administrators	TOTAL	Women	Total POC*	African/ American	Asian Pacific Islander	Native American	Hispanic	Pers. with Disb.	Dis- abled Vet.	Viet- nam Vet.	40 and Over*
Previous #	43	21	4	1	2	0	1	2	0	10	40
Appointment #	5	3	3	1		1	1				2
Appointment %		40.0	60.0	20.0		20.0	20.0				
Current Utilization #	42	22	6	2	1	1	2	2	0	9	39
Current Utilization %		52.4	14.3	4.8	2.4	2.4	4.7	4.7	0	20.9	90.7
Availability %		43.2	11.6	3.7	2.8	1.6	3.5	6.2	1.1	9.1	50.0
Goal Met (Y/N or NA)		NA	Yes	Yes	No	Yes	Yes	No	No	NA	No

* Optional
POC = People of Color

3. Strategies

Note: Reporting formats for strategies are flexible. This example is merely intended to show the simplest level of strategy formation for addressing an area of underutilization. Strategies may be structured in any manner needed to address the needs of the A/I and/or the TRIAD.

SITUATION: The department is underutilized in the **Officials and Administrators** job group for the affected group **Persons with Disabilities**. The availability for this group is 6.2% and the department's current utilization is 4.8%.

PROBLEM ANALAYSIS:

What was done to address the underutilization?

Focus was placed on recruitment by emphasizing participation in job fairs which directly target persons with disabilities (e.g., ACCESS; Coalition for Older Worker Employment of South Puget Sound; Tacoma Community College's annual conference on Persons with Disabilities, etc.)

What happened?

The department participated in the job fairs cited above and in a special conference regarding disability. Five (5) appointments were made to the Officials and Administrators job group last year and 24 were made to the department overall. None of these appointments went to Persons with Disabilities. Additionally, the department lost one (1) Person with Disability last year through retirement. During this period, Persons with Disabilities were not hired at the rate of availability. Since the strategies used for recruitment and hiring have not been successful, developing another strategies will be explored.

Next steps?

Since participation in job fairs and the special disability conference did not produce positive results, the Department will broaden outreach efforts by:

1. Cultivating/deepening relationships with organizations that serve Persons with Disabilities to establish good referral channels.
2. Targeting dissemination of job bulletins.
3. Advertising vacancies in media that serves/represents persons with disabilities.
4. Developing a pool of qualified persons with disabilities to fill temporary positions in underutilized job groups.
5. Using job rotations and on-the-job training to enhance the skills and provide upward mobility for the existing workforce.

Appendix E – **TRIAD**

THE TRIAD COMPOSITION AND ROLES

The Triad is the principal medium for monitoring the Affirmative Action policies and progress of State General Government Agencies and Institutions of Higher Education. The Triad consists of an Agency or Institution (A/I) Affirmative Action Officer (AAO), the assigned DOP Human Resources Consultant (DOPRep) and assigned GAAPCom representative (GAAPRep).

AFFIRMATIVE ACTION OFFICER (AAO) of the A/I is responsible for:

1. Maintaining statistical data for use in generating affirmative action reports.

2. Advising the appropriate managers of instances where employment is below availability and exploring strategies to improve conditions, ultimately reaching availability.

3. Cooperating with and supporting the individual having hiring authority in filling vacant positions by generating an applicant pool containing members of underutilized group(s) who meet established qualifications.

4. Preparing work force statistics, including strategies for addressing problem areas, in accordance with these guidelines and distributing them to other members of the Triad in advance of the initial meeting.

5. Assisting in arranging necessary meetings with other members of the Triad, to include the CEO of the A/I at the initial meeting.

6. Participating in analysis and discussion of work force statistics, identified problem areas, and strategies for improvement,

7. Presenting preliminary statistical data prior to preparing the AAP or Update and presenting strategies for improvement to the other members of the Triad.

8. Participating in discussion with other members of the Triad relative to preparing a draft plan/update.

9. Receiving comments from the DOPRep and the GAAPRep regarding the draft AAP or Update.

10. Preparing the final AAP or Update and forwarding it to the DOPRep and GAAPRep for review.

DOP HUMAN RESOURCE CONSULTANT (DOPRep) assigned to the Triad is responsible for:

1. Having primary responsibility for arranging meetings with other members of the Triad.

2. Reviewing the statistical data and identifying problem areas and potential strategies prior to the TRIAD meeting.

3. Developing strategies for improvement at the first meeting of the Triad.

4. Reviewing and critiquing the draft AAP or Update.

5. Reviewing the final AAP or Update.

6. Determining, with the GAAPRep, if review by the full GAAPCom is appropriate; and if so, identifying which information is to be forwarded for review and comments.

7. Assisting the GAAPRep in presenting findings if review by the full committee is deemed appropriate.

8. Conferring with the GAAPRep to evaluate the final AAP or Update and drafting the letter of approval or disapproval, including commendations and recommendations.

9. Preparing the approval letter (addressed to the A/I CEO with a cc to the A/I AAO) and forwarding it to the GAAPCom Chair for signature.

GAAPCOM REPRESENTATIVE (GAAPRep) assigned to the Triad is responsible for:

1. Participating in arranging the Triad meeting.

2. Reviewing the statistical data and identifying problem areas prior to first meeting of the Triad.

3. Participating in the review of the statistical data and identified problem areas, and developing strategies for improvement at the first meeting of the Triad.

4. Reviewing and critiquing the draft AAP or Update, including strategies for improvement.

5. Reviewing the final AAP or Update.

6. Determining with the DOPRep if review by the full GAAPCom is appropriate; and, if so, identifying information to be forwarded for review and comments.

7. Presenting, in collaboration with the DOPRep, the findings regarding the AAP or Update if review by the full committee is deemed appropriate.

8. Collaborating with the DOPRep to evaluate the final AAP or Update, and preparing the content of the letter of approval or disapproval, including commendations and recommendations.